



Our milestones in 2018...

Thanks to the continuing efforts of our volunteers on committees and working groups, we hit many important milestones during the year, including:

- Reaching a membership total of 4,100, plus 29 corporate Partners
- Running our first best-practice campaign, in collaboration with P&G, on the theme of Engaging Men in Diversity
- Developing proprietary D&I self-assessment software
- Publishing Life Lessons, featuring inspirational stories from leading women in our industry
- Launching the Netherlands Chapter, led by Ahold Delhaize
- Organising our highest-rated conference yet, 'Diversity & Inclusion: Doing not Trying', which brought together more than 400 members in London in November
- Changing lives and advancing women's careers through our mentorship programme
- Amplifying our message through social media channels



LEAD Network Executive Director
Sharon Jeske

...and our goals for the year ahead

2019 will be the year of the retailer: increased membership and more retailers on our committees.

Our Advisory Board has set some ambitious objectives, including:

- Helping retailers drive their diversity performance through a range of tools including:
 - CEO Pledge 'Embracing Change: Transformation through Diversity', spearheaded by industry leaders
 - Gender Diversity Scorecard, to measure and monitor progress towards gender parity
 - D&I Self-Assessment Tool, which benchmarks Partner companies' performance and suggests ways to improve
 - D&I Leading Practices Digital Library, a resource that enables companies to learn from each other's experiences
- Growing our membership total to 6,000
- Launching a digital platform, enabling our members to interact and forge new connections
- Opening a Chapter in France, bringing the total number of geographic Chapters to 7
- Helping members build their skills through educational programmes, a confidence campaign, a range of inclusive leadership initiatives, and our mentorship scheme
- Organising our seventh annual conference on the theme of 'Doing not Trying: Results Matter', to take place in Madrid in November

MISSION

The mission of the LEAD Network (Leading Executives Advancing Diversity) is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development.

LEAD is convinced organisations can create more sustainable value by leveraging the full talent pool.

MESSAGE FROM ADVISORY BOARD CHAIR

Our 2021 strategy

LEAD Network's purpose is to partner with, connect, inspire and enable men and women within Europe's retail and CPG industry to create a future of inclusion and gender equality at all levels.

To make our vision a reality, we need a robust strategic plan to guide our efforts over the next few years. During 2018, a group of LEAD Network volunteers drawn from our education, membership and marketing committees worked together to develop the LEAD Network 2021 strategy. This plan was then refined and approved by our Advisory Board.

Our 2021 strategy contains four key objectives:

Be the diversity and inclusion network of choice for companies and individuals within Europe's retail and CPG industry

We will provide valuable benefits and insights, inspire our Partners, and share best practices to promote gender equality and inclusion. These activities will be underpinned through collaboration with industry associations globally. We aim to reach 10,000 members by 2021.

Develop and empower the next generation of inclusive leaders, both male and female

We will offer extensive volunteer opportunities across Europe, giving our members access to executive role models, unique learning experiences and leadership opportunities.

Help our Partners make progress toward gender equality

We will provide unique, value-added services through results-based learning, industry resources and connections.

Be a powerful advocate for and expert on diversity and inclusion

We will create strategic partnerships with key organisations and influencers at a regional and local level, primarily through our growing network of country-based Chapters.

Help shape the future of LEAD Network

We currently have more than 150 volunteers and committee members, all of whom play a vital role in helping us achieve our goals. Our aim is to continue expanding this diverse pool of dedicated and talented individuals. If you would like to offer your services, in any capacity, we would be delighted to hear from you.

Please contact mick.broekhof@lead-eu.net



LEAD Network Advisory Board Chair
Helayne Angelus
Partner at Kalypso

INTERGRATED APPROACH TO DIVERSITY & INCLUSION

LEAD Network has developed a toolbox to support the D&I strategy and roadmap of our Partners. Each tool is an answer to a question the C-suite will ask:

Diversity & Inclusion

1

WHERE DO WE WANT TO TAKE OUR COMPANY?

CEO Pledge



2

WHERE IS OUR SECTOR TODAY?

Gender Diversity Scorecard

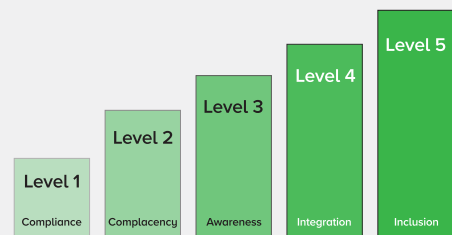


Women holding executive positions in CPG and Retail in Europe

3

WHERE IS OUR COMPANY TODAY?

D&I Maturity Self-Assessment Tool



4

HOW DO WE MAKE PROGRESS?

D&I Best Practice Library



2018 FINANCIAL REPORT

The Executive Committee is honoured to present LEAD Network's first annual report.

The report covers the 2018 calendar year, and has been prepared in close collaboration with our accountants and tax advisors, Ouwersloot Kerkhoven. Its publication represents a milestone in the professionalisation of our organisation.

During 2018, the topline grew by 17% to a revenue of €670.986. After costs, there was a solid net result of €75.438. Our cash position is strong, with a liquidity surplus of €546.392; this is in line with our financial strategy to have a year's worth of reserve.

You can find more details about our assets and liabilities, together with our KPI dashboard, in this report. We hope you find the report useful, and extend our warm thanks for your continuing support.



Chair of the Executive Committee
Annelie Verstraaten

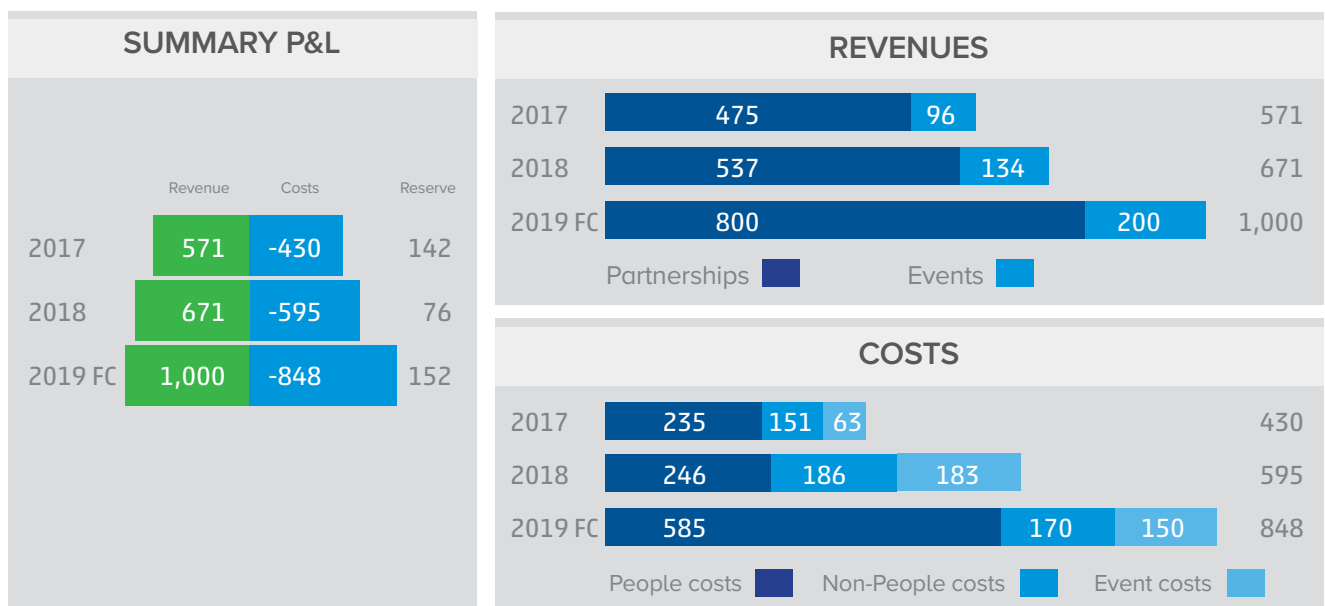
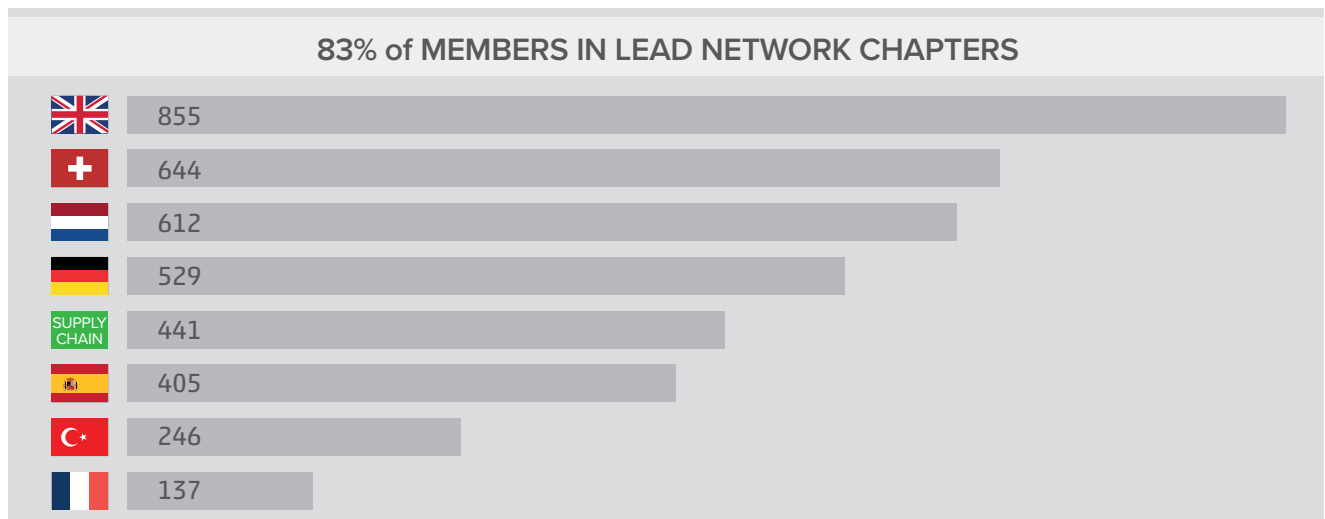


Treasurer of the Executive Committee
Felicia Eijsink-Waijjer
VP Transformation Europe, Unilever



Secretary of the Executive Committee
Mick Broekhof

2018 YEAR-END DASHBOARD



WORDS FROM OUR FOUNDATION PARTNERS



“As a leading global retailer, Ahold Delhaize acknowledges that Diversity & Inclusion is fundamental to our business success and growth. Every day, we strive to be an inclusive place to work where our associates reflect the markets we serve, where their voices are heard and valued, and they can grow and contribute to the fullest. We are proud to actively support the LEAD Network.”

Sarah Chartrand, *SVP Global Talent, Leadership & Diversity, Ahold Delhaize*

“Coca-Cola European Partners offers consumers some of the world’s leading beverage brands; having diverse and talented people is a key ingredient of our success. Women’s advancement has been a core part of our inclusion strategy and we are proud to collaborate with LEAD Network and other partner organisations to attract, retain and advance more women into the retail and consumer goods industry in Europe.”

Maria Kokkinou, *VP, Talent Acquisition, Management & Development, Coca-Cola European Partners*



“At EY, we believe 217 years is too long to wait for economic gender equality – that’s the World Economic Forum’s latest estimate. We’re determined to close the gap, by accelerating women’s progress in our own workplace and helping our clients do the same. We support LEAD Network. It’s a place where individuals can connect, share ideas and build momentum for change.”

Elaine Parr, *Partner, Ernst & Young LLP*

“The Coca-Cola Company’s global diversity mission is to mirror the rich diversity of the marketplace we serve. Diversity is at the heart of our business. We are proud to support the LEAD Network in its mission to attract, retain and advance women in the retail and consumer goods sector in Europe.”

Julie Hamilton, *Senior Vice President & Global Chief Customer and Commercial Leadership Officer, The Coca-Cola Company*



“At Nielsen, we understand that diversity and inclusion is a global business imperative. It is crucial that our organisation’s diversity reflects the markets that we measure and represent to our clients through Nielsen services.”

Marie Lalleman, *EVP Managing Director Global Client Strategic Lead, Nielsen*

“We want to accelerate progress towards a more equal and inclusive workplace, by engaging more men inside and outside our company and shining a light on unconscious biases that hold us back. We are committed to ‘doing’ our part in partnership with LEAD Network to make a meaningful impact in our industry and society.”

Béatrice Dupuy, *Vice President – Sales and Israel, West Bank & Gaza, Procter & Gamble*



“With our Foundation Partnership, we have the opportunity to learn from other companies and see how we can apply the lessons. Also, the network accelerates the results we can achieve. Really making a difference can only happen when we collaborate for this bigger purpose; LEAD Network contributes well to that collaboration.”

Francis Hoefman, *SVP HR Hygiene, Reckitt Benckiser*

THANK YOU TO OUR CURRENT PARTNERS

FOUNDATION PARTNER



HEALTH ▸ HYGIENE ▸ HOME

GOLD PARTNER



Unilever

SILVER PARTNER



BRONZE PARTNER

